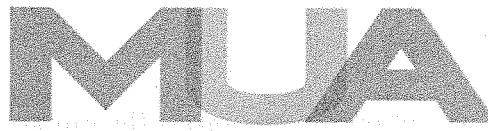


The  
Management  
University  
of Africa



Sponsored by the Kenya Institute of Management

**POST GRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DOCTOR OF PHILOSOPHY IN MANAGEMENT AND LEADERSHIP**

**DML 901: THEORIES OF MANAGEMENT AND LEADERSHIP**

**DATE: 6<sup>TH</sup> AUGUST 2016**

**DURATION: 3 HOURS**

**MAXIMUM MARKS: 50**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. **Question ONE is compulsory.**
5. Answer any other **TWO** questions.
6. **Question ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

**QUESTION ONE**

Read the Case Study below carefully and answer the questions that follow:

The top leadership of Fanikisha is alleged to have colluded with middle managers and staff to pilferage the organization and are accused of having amongst others "cooked the company's books" leading to exaggerated financial reporting and by extension declaration of exaggerated financial results for years. Fanikisha is now struggling in the hands of new management which has since instituted a raft of reforms (including closure of operations within Kenya and the rest of East Africa) to keep the entity afloat amidst stiff competition in its industry and dwindling public confidence in the entity. The goings-on in this entity are very much similar to the events at Enron (*the USA giant that went under*). And unfortunately, issues of abuse of office by leaders of entities is becoming all too common in Kenya, whether you're talking about NYS, the Youth Fund, NSSF ...etc.

**Required:**

- a) Use at least 5 leadership theories to explain what makes the management systems of such organizations vulnerable to manipulation/abuse of office by senior management? (15 Marks)
- b) With practical examples from your organization or those you're familiar with, discuss five interventions being currently applied in corporate Kenya to fortify/prevent abuse of office by senior management. (10 Marks),
- c) Comment on the successfulness of such interventions (in "b" above)? What leadership lessons can be learnt here? (5 Marks)

**QUESTION TWO**

Ujenzi Africa, the leading building and Construction Company in the Horn of Africa is facing stiff competition from Chinese building companies that have now made the Horn of Africa their base. In response Ujenzi Africa has had to cut its operations in

Ethiopia, Djibouti, Eritrea and Uganda. The company is now facing a crisis with a pile up of equipment, raw materials and staff in these countries that it needs to dispose off. Using your change management knowledge advice the company on the most appropriate interventions to pursue and justify these interventions in light of your knowledge of instituting effective organizational change. (10 Marks)

### QUESTION THREE

Tanzania Airways (TA) long dead for the last two decades is now being revived by the Magufuli regime and is set to compete viciously with Kenya Airways – “the Pride of Africa”. Tanzania Airways is seeking a recovery/turn-round strategy, which will get it back on its feet and will significantly impact on its structure and people. You have been hired as the turn-round management consultant to steer the airline to success. Using your knowledge of “the role of leadership in effective organizational change”, chart out a successful roadmap for TA touching at least on 5 imperatives to adhere to. (10 Marks)

### QUESTION FOUR

The giant KPCU has seen no peace for two decades amongst its leaders, staff and stakeholders. Regimes of leaders come and go but leadership wrangles have thwarted genuine efforts to revive the company and set it onto the recovery footing. However, a new crop of leaders have just assumed office and hired you as a consultant to get the entity out of the woods. Discuss 5 plausible interventions that may foster leadership acceptability amongst stakeholders. (10 Marks)

1. The first part of the exam is a multiple choice section. It consists of 20 questions. Each question has four possible answers. Only one answer is correct. You must select the correct answer for each question. The questions cover a range of topics related to the course.

### SECTION 1: Multiple Choice Questions

2. The second part of the exam is a short answer section. It consists of 10 questions. Each question requires you to write a short answer. The questions cover a range of topics related to the course. You must answer each question in the space provided. The questions cover a range of topics related to the course.

### SECTION 2: Short Answer Questions

3. The third part of the exam is a long answer section. It consists of 5 questions. Each question requires you to write a long answer. The questions cover a range of topics related to the course. You must answer each question in the space provided. The questions cover a range of topics related to the course.